UB
502
.T76



TRAINING REGULATIONS, No. 10–5.

WAR DEPARTMENT,
WASHINGTON, *December 23, 1921.*

# DOCTRINES, PRINCIPLES, AND METHODS.

## BASIC.

Prepared under direction of
The Chief of Staff.

| | Paragraphs. |
|---|---|
| SECTION I. Military training | 1 |
| II. Doctrine of war | 2 |
| III. Principles of war | 3 |
| IV. Methods of war | 4 |
| V. Doctrines of training | 5–19 |
| VI. Principles of training | 20 |
| VII. Methods of training | 21–26 |
| VIII. General system of military training | 27–41 |
| IX. System of troop training | 42–56 |

### SECTION I.

### MILITARY TRAINING.

Paragraph.
Military training ..... 1

**1. Military training.**—The following instructions will govern military training in the Army, supervision of which is vested in the War Department.

### SECTION II.

### DOCTRINE OF WAR.

Paragraph.
Doctrine of war ..... 2

**2. Doctrine of war.**—Doctrine of war is the theory of use of the Nation's force under particular conditions and is based upon the national characteristics and resources. Decision to go to war having been made, operations will be carried into hostile territory, and every resource of the Nation—mental, moral, and physical—will be utilized to bring about a definite, speedy, and successful conclusion.

The mission of the Army is, therefore, to utilize speedily and effectively the national resources to the extent authorized by Congress and required by the particular conditions, and to overcome the will of the enemy by all available means. The primary objective will be the destruction of his armed forces, and this demands that the strategical and tactical offensive be taken and maintained until a decision is reached. The strategical and tactical defensive is authorized only as a temporary measure to meet the requirements of the principle of economy of force (par. 3).

All war plans, training, and military operations will be based on the foregoing doctrine, and will conform to this mission.

### SECTION III.

### PRINCIPLES OF WAR.

Paragraph.
Principles of war ..... 3

**3. Principles of war.**—The following are fundamental principles of war:

*a.* The Principle of the Objective.

*b.* The Principle of the Offensive.

83758°—22

Generated at University of California, Merced on 2025-04-18 20:32 GMT / https://hdl.handle.net/2027/mdp.39015035834921
Public Domain, Google-digitized / http://www.hathitrust.org/access_use#pd-google
Digitized by Google
Original from UNIVERSITY OF MICHIGAN

*c.* The Principle of Mass.
*d.* The Principle of Economy of Force.
*e.* The Principle of Movement.
*f.* The Principle of Surprise.
*g.* The Principle of Security.
*h.* The Principle of Simplicity.
*i.* The Principle of Cooperation.

These principles are immutable. Their application varies with the situation, the fundamentals of which are time, space or distance, terrain, weather, relative strength, including the physical and disciplinary factors, such as numbers, morale, communication, supply, and armament. Their proper application constitutes the true measure of military art, and it is the duty of all officers to acquire their true meaning by study, particularly the study of history, by reflection, and by practice, not only in purely military work, but in administration and business operation. All practical military problems, whether on the map or in the field, will be examined, and critiques thereof will mention the manner of the application of the fixed principles of war. All active military operations will be planned and executed in accordance with these principles.

## SECTION IV.

## METHODS OF WAR.

Paragraph.
Methods of war ..... 4

**4. Methods of war.**—Methods of war are the means employed to make use of the foregoing principles of war, and the methods authorized for the Army will include all humane measures for overcoming the physical, mental, and moral strength of the enemy, and for breaking his will. The foremost of these is the physical destruction of his principal armed forces. All officers and soldiers are charged with inaugurating and perfecting methods for overcoming difficulties of time, space, terrain, and weather, for improving our own strength, morale, communication, supply, and armament, and for humane efforts to inflict the utmost damage to the enemy along corresponding lines. All methods must be bold and aggressive, and marked with a resolute determination and tenacity to impose our own will upon the enemy. Whatever auxiliary methods are employed—strategical, tactical, mechanical, or moral, the final method is the physical encounter with bullet and bayonet—the human element is the decisive one.

## SECTION V.

## DOCTRINES OF TRAINING.

Paragraph.
General provisions ..... 5
The object to be attained ..... 6
Basic arm ..... 7
Each branch ..... 8
Combatant branches ..... 9
Troops of combatant branches ..... 10
Combined arms ..... 11
Infantry ..... 12
Cavalry ..... 13
Field Artillery ..... 14
Coast Artillery ..... 15
Air Service ..... 16
Engineers ..... 17
Signal Corps ..... 18
Noncombatant branches ..... 19



Generated at University of California, Merced on 2025-04-18 20:32 GMT / https://hdl.handle.net/2027/mdp.39015035834921
Public Domain, Google-digitized / http://www.hathitrust.org/access_use#pd-google
Digitized by Google
Original from UNIVERSITY OF MICHIGAN

**5. General provisions.**—The following doctrine will govern the training of the Army. Nothing contrary thereto will be taught.

**6. The object to be attained.**—The object to be attained by training is to enable the Army to wage offensive warfare. While training must cover certain phases of defensive doctrine and police doctrine, the Army must definitely understand that these are only means to the definite end—offensive warfare—and every individual in the military service must be imbued with the spirit of the offensive.

**7. Basic arm.**—The Infantry is the basic arm, and upon its success depends the success of the Army. All other branches are organized, equipped, and trained to assist the Infantry in its needs, functions, and methods in war.

**8. Each branch.**—Each branch in addition to the training peculiar to itself will be trained in:

*a.* Cooperation with other branches.

*b.* Communication within itself and with adjacent organizations of whatever branch.

*c.* Facilitating supply.

*d.* Local security in the case of each combatant branch.

**9. Combatant branches.**—Each combatant branch in time of peace, in addition to the training peculiar to itself, will be trained in the tactics of suppression of domestic disturbances, the guiding doctrine of which will be a demonstration of force, followed if necessary by its application in a speedy and decisive manner. In time of war this training will generally be limited to specially designated units.

**10. Troops of combatant branches.**—Troops of combatant branches will not be assigned to or trained in dual functions—that is, functions pertaining to combatant branches other than their own—except such as are incidental and necessary for carrying out the mission of their own branch. However, in time of war, when conditions indicate that a combatant branch will be of minor importance during the emergency, personnel or organizations of such branch may be designated for duty which is normally that of another combatant branch. During the performance of such duty, such personnel or organizations shall become temporarily a part of the branch to which their service pertains, and shall be equipped and trained and shall operate according to the doctrines, principles, and methods of that branch, under supervision of its chief.

**11. Combined arms.**—*a.* Each branch, in addition to receiving the training peculiar to itself, will be trained in the cooperative functions required of it as a part of a combat team composed of troops of other branches. An understanding of the characteristics of each branch, its powers and limitations, and its relationship to the combined combat effort is required.

*b.* To accomplish this, a complete division, when possible, will be assembled. Missing elements will be either represented or assumed, and the training of each unit so conducted as to call for the performance of its appropriate duties pertaining to the division which may be acting independently or as a part of a larger force.

**12. Infantry.**—*a.* The primary weapons are the rifle and the bayonet, and ultimate success depends upon their skillful and aggressive use. Its other weapons are auxiliary.

*b.* The fundamental doctrines of the branch are:

(1) The Infantry is never exhausted; it can always advance another step and fire another shot.

(2) Ground will never be relinquished except by the specific order of a superior.



Generated at University of California, Merced on 2025-04-18 20:32 GMT / https://hdl.handle.net/2027/mdp.39015035834921
Public Domain, Google-digitized / http://www.hathitrust.org/access_use#pd-google
Digitized by Google
Original from UNIVERSITY OF MICHIGAN

*c.* This branch will be trained in:

(1) Marksmanship, reliance in the fire power of the rifle, and in the moral and destructive power of the bayonet.

(2) Determination to close with the enemy in personal combat.

(3) Marching and maneuvering in bodies of all sizes with ease, speed, and flexibility.

(4) Night operations; operations through timber.

(5) Use of its auxiliary weapons.

(6) Scouting and patrolling.

(7) Construction of shelter and obstacles.

(8) Selection, occupation, and organization of position.

**13. Cavalry.**—*a.* The primary weapons in order of their importance are the rifle, the pistol, and the saber. Its other weapons are auxiliary. Mobility, fire power, and shock are the essential characteristics of the branch.

*b.* This branch will be trained in:

(1) Ability to march and maneuver in bodies of all sizes with ease, speed, and flexibility, and to so conserve the powers of endurance of horse and man over long distances as to be constantly capable of further effort.

(2) The development of fire power in suitable tactical formations to the utmost degree consistent with no serious impairment of mobility.

(3) Attainment of standard skill in the use of all weapons with which equipped.

(4) Combined dismounted and mounted action; dismounted action; mounted action, particularly for the smaller units.

(5) Strategical reconnaissance in cooperation with the Air Service; tactical reconnaissance, including scouting and patrolling; screening; seizing and holding important positions; pursuit and exploitation; delaying actions and covering a withdrawal; attack of hostile cavalry; detached action against key points of enemy supply and communication system or other justifiable objectives.

(6) Hasty demolition; construction of shelter and obstacles.

**14. Field Artillery.**—*a.* Is the artillery which accompanies the Army in the field, and includes light artillery, horse artillery, siege artillery (heavy), and mountain artillery. Its primary weapon is the cannon. Its other weapons are auxiliary. This branch has no independent rôle and exists solely for the purpose of assisting the other arms, especially the Infantry, upon the field of battle, but its assistance is absolutely necessary in all except minor operations. Its essential characteristic is fire power.

*b.* This branch will be trained in:

(1) Mobility in march and maneuver.

(2) Selection, occupation, and organization of positions.

(3) Prompt establishment and maintenance of communications.

(4) Observation of fire, and adjustment of the sheaf.

(5) Delivery of fire.

(6) Mobility of fire.

(7) Replenishment of ammunition.

(8) Use of its auxiliary weapons.

**15. Coast Artillery.**—*a.* Is the artillery charged with the service of the fixed and movable elements of the land and coast fortifications, of railroad artillery, anti-aircraft artillery, and trench mortar artillery. Its primary weapons are the cannon, the anti-aircraft gun, and the submarine mine. Its other weapons are auxiliary. This branch has the independent rôle of keeping the area within reach of its guns clear of hostile vessels, and of preventing a



Generated at University of California, Merced on 2025-04-18 20:32 GMT / https://hdl.handle.net/2027/mdp.39015035834921
Public Domain, Google-digitized / http://www.hathitrust.org/access_use#pd-google
Digitized by Google
Original from UNIVERSITY OF MICHIGAN

run-by. When manning the heavy cannon of coast and land fortifications, it will constitute a point of support for the associated combat branches. Its essential characteristic is fire power.

*b.* This branch will be trained in:

(1) Opening effective fire in the minimum time with the gun to which assigned against any target within its range, and sustaining such fire at a maximum rate.

(2) Mobility of fire.

(3) The rapid installation, care, and operation of its submarine equipment.

(4) Selection, occupation, and organization of position for the movable elements of permanent land and coast fortifications.

(5) Observation of fire; observation and identification of targets.

(6) Coordination of the various defense elements.

(7) Cooperation with the Navy.

(8) Operation of armament when the normal installation is inoperative or unserviceable.

(9) Sound ranging.

(10) Use of its auxiliary weapons.

(11) Care and maintenance of fortifications and their equipment.

**16. Air Service.**—*a.* The primary equipment of this branch is aircraft, aerial machine guns, cannon, and bombs. Its auxiliary equipment is communicating and photographic apparatus. This branch is charged with the care and operation of the aeronautical equipment of the Army.

*b.* This branch will be trained in:

(1) Attainment of the greatest possible skill in all phases of flying, including quick maneuver in formation, and aerial navigation.

(2) Marksmanship with machine guns, cannon, and bombs.

(3) Strategical and tactical observation and reconnaissance.

(4) Attack of objectives in the air, on the ground, and on the water.

(5) Cooperation with other branches and with the Navy.

(6) Maintenance of communications under all conditions.

(7) Use of its auxiliary equipment.

**17. Engineers.**—*a.* The primary function of the Corps of Engineers is to increase by engineering works the combat capacity of the other combatant arms. The basic doctrine in this respect is that military engineering work, no matter how skillfully conceived and executed, is of no value unless it is accomplished so as to serve the military purposes for which it is designed; that excess strength and permanence are of negligible importance in field military construction, and that bare necessities alone should be provided.

*b.* Under emergency conditions, combat engineer troops act as Infantry or Cavalry, according to the division to which assigned, and these troops should be trained accordingly.

*c.* In addition to the equipment essential to the performance of their primary function, the engineers will be furnished with the rifle and such other weapons as will not interfere with their full development in their engineering capacity.

*d.* All engineer troops will be given sufficient basic training to insure their mobility, cohesion, and power of self-defense.

*e.* Combat engineer troops will be trained in:

(1) The construction of obstacles and the execution of demolitions.

(2) The supply of engineer tools, equipment, and material.

(3) The preparation and supply of maps.



Generated at University of California, Merced on 2025-04-18 20:32 GMT / https://hdl.handle.net/2027/mdp.39015035834921
Public Domain, Google-digitized / http://www.hathitrust.org/access_use#pd-google
Digitized by Google
Original from UNIVERSITY OF MICHIGAN

(4) The location, construction, and maintenance of roads, railroads, and bridges, or other means of crossing rivers or other obstacles.

(5) The construction of shelter for troops and animals.

(6) The preparation of defensive positions.

(7) Water supply.

(8) Military mining.

(9) Installation and operation of mechanical and electrical equipment.

(10) Subjects prescribed for Infantry or Cavalry, depending on type of division to which attached and in so far as arms with which they are provided will permit.

*f.* Special Engineer troops will be trained in their respective specialties of:

(1) Map making and map reproduction.

(2) Railroad location, construction, maintenance, and operation.

(3) General construction, including roads and trails, waterways, buildings, wharves and piers, bridges, water supply, electrical and mechanical installations; maintaining and operating the above.

(4) Lumber operations.

(5) Supply of camouflage material and supervision and inspection of its use.

(6) Operation of shop and supply depots.

(7) Construction and care of portable bridges, floating and fixed.

**18. Signal Corps.**—*a.* The primary function of the Signal Corps is the installation, maintenance, and operation of the principal arteries of signal communications.

*b.* This branch will be trained in:

(1) Prompt and independent action by small groups in the establishment, repair, and operation of signal communication lines and stations.

(2) Knowledge of the powers and limitations of telephone, telegraph, and radio field equipment.

(3) Knowledge of the main arteries and subsidiary systems to signal communications within the immediate zone in which stationed.

(4) Cooperation with all branches in the installation, maintenance, and operation of their communication systems.

**19. Noncombatant branches.**—*a.* These exist solely for the service of the combatant branches, and both in peace and war, and whether operating upon the battlefield or in the rear, will have as their mission the efficient performance of technical, administrative, and supply service upon which the combatant arms are dependent for success.

*b.* Each noncombatant branch will be trained to contribute the character of service for which designed up to the limits of its capabilities, and to direct its maximum effort in training to the service of the other branches, particularly the combatant branches.

## SECTION VI.

## PRINCIPLES OF TRAINING.

Paragraph.
The foundation of all training ..... 20

**20. The foundation of all training.**—All training will be founded upon the principle of stimulating and developing the national individual characteristics of initiative, self-reliance, and tenacity of purpose, and so molding those characteristics that they will at all times be responsive to the lawful direction of a superior. This demands that each individual be developed to the greatest



Generated at University of California, Merced on 2025-04-18 20:32 GMT / https://hdl.handle.net/2027/mdp.39015035834921
Public Domain, Google-digitized / http://www.hathitrust.org/access_use#pd-google
Digitized by Google
Original from UNIVERSITY OF MICHIGAN

possible extent, physically and mentally, and acquire the greatest possible efficiency in the specifications of his grade; that he be instantly responsive to the demands of constituted authority, and that he learn how to function in his team. Similar characteristics must be developed in each organization. Certain intangible principles enter into the matter. They are generally known under the following headings, and it is the duty of every officer to familiarize himself with their theory and application:

*a. Physiology.*—The development and maintenance of a vigorous, healthy, and powerful body; a correspondingly healthy, vigorous, and alert mind; and maximum coordination between both.

*b. Education.*—As tending to simplify training, develop the ability to evaluate facts, and to stabilize esprit.

*c. Morale.*—Both individual and collective, being that mental state which stimulates both physical and mental effort.

*d. Discipline.*—An attitude characterized by willing and cheerful obedience to orders, by a scrupulous conformity to standardized procedure, and by unremitting effort in the appropriate sphere of initiative, evidenced in part by smartness of appearance and action, by cleanliness of person and neatness of dress, and by respect for superiors.

*e. Psychology.*—The ability to evaluate properly the intangible characteristics of a situation.

*f. Morality.*—As essential to mental and physical well-being.

An important feature of every phase of training is instruction in the art of how to train others.

## SECTION VII.

## METHODS OF TRAINING.

| | Paragraph. |
|---|---|
| All methods | 21 |
| Progression | 22 |
| Objective | 23 |
| Economy of time | 24 |
| Applicatory system | 25 |
| Decentralization | 26 |

**21. All methods.**—All methods will be progressive, must have a definite objective which is to be obtained in a minimum of time, will be executed on decentralization principles, and the applicatory system will be employed in all possible cases.

**22. Progression.**—The duties of each individual and unit will be analyzed into their component parts, and these parts will be arranged in logical progression. Standards of proficiency, based on time and quality of performance, will be prescribed and, generally, training will not be started in an advanced group of these component duties until the minimum standard of proficiency has been acquired in the elements preceding. Precision and exactness will be demanded, especially in mechanical operations, speed and celerity being acquired with practice. Movements of a purely mechanical nature must be practiced until their accurate and speedy execution becomes second nature even under the most adverse conditions. Training must be varied, and repetition must never be carried to the point of physical and mental exhaustion.

**23. Objective.**—Every phase of training must have a well-defined objective thoroughly understood by those undergoing the training, and training for that objective must be conducted with energy and intelligence. Every act must have



Generated at University of California, Merced on 2025-04-18 20:32 GMT / https://hdl.handle.net/2027/mdp.39015035834921
Public Domain, Google-digitized / http://www.hathitrust.org/access_use#pd-google
Digitized by Google
Original from UNIVERSITY OF MICHIGAN

a well-understood purpose, and its relationship to the whole object of training, whether in study, drill, or practical application of principles and methods, must be inseparable.

**24. Economy of time.**—The standards set for proficiency must be attained in a minimum of time, not only as an economic measure imperative in time of war, but as a factor largely influencing the morale and initiative of the individuals undergoing training.

**25. Applicatory system.**—The applicatory system must be employed in all training. Therefore, in every problem, theoretical or practical, from the most elementary to the most advanced, an assumed situation characterized by realism and war conditions must be stated. All the elements entering into a solution of the problem in actual combat must be presented and an opportunity given to apply to the situation the appropriate principles and methods.

**26. Decentralization.**—Responsibility for training is a function of command, therefore it is the duty of each commander to furnish his subordinate commanders with a statement of the objects or standards to be attained and the time available for the purpose. Means and methods for carrying out this mission will be left wholly to the subordinate; but if these means and methods are improper, or if observation shows that the subordinate is failing in his mission, corrective measures must be applied, such as further instruction of the subordinate in his command function, relief from command, or elimination from the service.

## SECTION VIII.

## GENERAL SYSTEM OF MILITARY TRAINING.

| | Paragraph. |
|---|---|
| All military training | 27 |
| Object | 28 |
| Responsibility | 29 |
| Composition of the Army | 30 |
| Peace training | 31 |
| War training | 32 |
| Training functions of territorial commanders | 33 |
| Training functions of chiefs of branches | 34 |
| Training functions of the Militia Bureau | 35 |
| Publications | 36 |
| Standards of proficiency | 37 |
| Recreation | 38 |
| Physical training | 39 |
| Morality | 40 |
| Means of training | 41 |

**27. All military training.**—All military training will be conducted in accordance with the foregoing doctrines, principles, and methods, and will conform to the system hereinafter set forth.

**28. Object.**—*a.* The object of training (Regular Army, National Guard, and Organized Reserves), both in schools, and in practical troop training in time of peace, is:

(1) To prepare the units authorized by legislation for prompt and efficient field service.

(2) To produce trained officers, noncommissioned officers, specialists, and key men in such numbers as may be necessary for the authorized peace units and for carrying out complete and immediate mobilization in an emergency.

(3) To prepare for war expansion.



Generated at University of California, Merced on 2025-04-18 20:32 GMT / https://hdl.handle.net/2027/mdp.39015035834921
Public Domain, Google-digitized / http://www.hathitrust.org/access_use#pd-google
Digitized by Google
Original from UNIVERSITY OF MICHIGAN

(4) To develop the art and science of war, and methods of training therein.

*b.* In time of war, the object is to produce in a minimum of time, units and individuals trained to the minimum standards of proficiency in such numbers as may be required by the situation.

**29. Responsibility.**—Supervision, coordination, control of, and responsibility for the training of the Army is vested in the Chief of Staff, who exercises these functions through territorial commanders and the general service schools. In time of war G. H. Q. exercises a large degree of independence in the training of its forces. Knowledge upon which to base training comes from the front and is applied directly by G. H. Q. to the training of troops in the theater of operations and, through recommendations of G. H. Q., is incorporated in the training of troops in the zone of the interior. The War Department General Staff and chiefs of branches function in these activities in an advisory capacity only, except that chiefs of branches exercise control of training in their special service schools and over troops specifically under their command analogous to that of a territorial commander.

**30. Composition of the Army.**—The Army consists of the Regular Army, the National Guard while in the Federal service, and the Organized Reserves. Military training and education will be so directed as to develop one homogeneous Army with the same standards regardless of organizational sources.

**31. Peace training.**—*a.* The Army will be trained through the agencies of territorial commanders and chiefs of branches.

*b.* The Chief of the Militia Bureau promulgates orders and instructions to make effective the approved plans of the War Department for the instruction and training of the National Guard when not in the Federal service.

**32. War training.**—*a.* In time of war, training will be conducted by the same agencies and in the same manner as in the preceding paragraph.

*b.* Individuals and troops in full strength units will be turned over to G. H. Q., trained at least to the minimum standards. Thereafter, replacements to meet all demands that can be predicted, similarly trained, will be turned over upon requisition by G. H. Q.

**33. Training functions of territorial commanders.**—The specific training functions of a territorial commander, both in peace and war, are:

*a.* Supervision of training and instruction, and responsibility for efficiency of all individuals and of all units, organizations, and establishments within the limits of his command, in accordance with the doctrines announced by the War Department, except in so far as exempted from his control by the Secretary of War.

*b.* Inspection by himself, or his representatives, of all military activities within the limits of his command except in so far as exempted therefrom by the Secretary of War.

*c.* Combined practical training of the personnel under his command.

*d.* Supervision of the inauguration of such troop schools as may be necessary in accordance with the policy announced by the War Department.

*e.* Supervision of training and instruction of the National Guard, Organized Reserves, and units of the Reserve Officers' Training Corps within the limits of his command, and in addition the maintenance of the efficiency of such personnel, and information and plans necessary for immediate mobilization in accordance with instructions announced by the War Department. The National Guard falls under the direct command of territorial commanders only when called or drafted into Federal service. The powers of territorial commanders are,



Generated at University of California, Merced on 2025-04-18 20:32 GMT / https://hdl.handle.net/2027/mdp.39015035834921
Public Domain, Google-digitized / http://www.hathitrust.org/access_use#pd-google
Digitized by Google
Original from UNIVERSITY OF MICHIGAN

therefore, limited by the provisions of law, and will be exercised in accordance with the policies of the War Department, as promulgated through the Chief of the Militia Bureau, and will include supervision of all armory and field instruction, including details for field exercises alone or jointly with the other components of the Army, and the control of all instructors, commissioned and noncommissioned, assigned to stations or work within the territorial area.

*f.* In connection with the training and instruction of officers of the National Guard and the Organized Reserves, territorial commanders will establish correspondence schools which will be conducted in conformity with special regulations promulgated by the War Department and such special instructions as the War Department may issue from time to time.

**34. Training functions of chiefs of branches.**—The specific training functions of chiefs of branches, both in peace and war, are:

*a.* Furnishing information and advice upon all questions affecting his branch.

*b.* Direct supervision and control of the special service schools and the special boards of his branch.

*c.* Formulation and development of training doctrine of his branch in accordance with the doctrine announced by the War Department.

*d.* The preparation, subject to War Department supervision, of the necessary manuals and training literature relating to the employment, instruction, and training of his branch, and the care and use of material and equipment.

*e.* Cooperation with other interested branches in the development of armament, equipment, and material of his branch, and the submission of recommendations pertaining thereto to the Chief of Staff.

*f.* Submission of recommendations concerning the organization of units of his branch.

*g.* Recommendations concerning training and instruction of units of his own branch, including units of his branch in the National Guard, Organized Reserves, including the Reserve Officers' Training Corps, and other agencies that may hereafter be provided in all that pertains to the organization, training, instruction, equipment, and general administration and efficiency.

*h.* Cooperation with The Adjutant General concerning the personnel of his branch, and the recommendation of officers of his branch for detail at service schools, technical, professional, and other educational institutions, and for other similar duties.

*i.* Preparation of manuals and other aids for students and instructors, production of methods of instruction, and the training of instructors in the post school subjects assigned to him, and in general, education to meet the needs of his branch.

*j.* Visits by himself and representatives, when approved by the Chief of Staff, to such places as may be necessary for the purpose of inquiring into methods of training and other activities relating to his branch.

**35. Training functions of the Militia Bureau.**—This bureau is charged with the administration and development of the National Guard in accordance with the approved policies and plans of the War Department, and with the promulgation of orders and instructions to make effective the approved plans of the War Department for the instruction and training of the National Guard when it is not in the Federal service.

**36. Publications.**—*a.* War Department publications, approved and authenticated, will form the basis upon which the training and education of the Army will be conducted.



Generated at University of California, Merced on 2025-04-18 20:32 GMT / https://hdl.handle.net/2027/mdp.39015035834921
Public Domain, Google-digitized / http://www.hathitrust.org/access_use#pd-google
Digitized by Google
Original from UNIVERSITY OF MICHIGAN

b. In addition to the War Department publications, such pamphlets and textbooks approved by the War Department as are developed and used at the general and special service schools, as well as those from other sources, may be accepted as aids to military training and education.

c. Lists of the above-mentioned publications will be issued by the War Department from time to time as a suggestion for a bibliography for the use of officers.

**37. Standards of proficiency.**—Standards of proficiency for individuals and units will be published from time to time by the War Department with approximate time allotment for qualification in each and the grading or testing methods to determine such qualification. In the absence of such War Department standards, time allotments, and tests, they will be fixed by subordinate commanders.

**38. Recreation.**—Opportunity for the wise application of the soldier's leisure time will be provided. Commanding officers are charged with the contentment and well-being of their commands. Recreation will include music, dramatic entertainment, service clubs, post exchanges, libraries, and community cooperation. Every possible assistance will be given commanders in the development of these activities by superior commanders and by the War Department.

**39. Physical training.**—*a.* Physical training is a part of military training and therefore a function of command.

*b.* Calisthenics, quickening exercises, group games, mass athletics, and competitive games will be included in programs of training. A special effort will be made to provide appropriate forms of physical training for all personnel, and the natural tendency to ignore lack of individual aptitude should be avoided.

**40. Morality.**—Commanding officers will give their support and assistance to chaplains and other proper agencies designed for the solution of problems in moral training, character building, and religious guidance for the soldier.

**41. Means of training.**—The system of military training is divided into:

*a.* Troop training.

*b.* Schools. (See G. O. 112, 1919, as amended by G. O. 56, 1920.)

## SECTION IX.

## SYSTEM OF TROOP TRAINING.

| | Paragraph. |
|---|---|
| Troop training | 42 |
| Responsibility | 43 |
| Agencies for training | 44 |
| Subjects to be covered | 45 |
| Administration | 46 |
| Study | 47 |
| Individual application | 48 |
| Troop schools | 49 |
| Post schools | 50 |
| Drill | 51 |
| Tactical training | 52 |
| Corps area training centers | 53 |
| Allotment of time | 54 |
| Programs and schedules | 55 |
| Inspection | 56 |

**42. Troop training.**—Troop training is the preparation of individuals and units for battle, and involves study, drill, practical application, educational, vocational, recreational, and moral training. It is a function of command.

**43. Responsibility.**—*a.* Supervision, coordination, control of, and responsibility for the training of any command, including production of the necessary



Generated at University of California, Merced on 2025-04-18 20:32 GMT / https://hdl.handle.net/2027/mdp.39015035834921
Public Domain, Google-digitized / http://www.hathitrust.org/access_use#pd-google
Digitized by Google
Original from UNIVERSITY OF MICHIGAN

specialists, is vested in the commander thereof. His general staff, or staff, function in these activities in an advisory capacity only.

*b.* The responsibility of a commander for the training of his command extends to every individual and unit thereof, but the method employed by each commander in fulfilling this obligation will not extend to the actual conduct of training within the unit of a subordinate, but only to the supervision thereof, leaving to the commander of each subordinate unit full authority within the sphere of his activity, and holding him to a rigid responsibility for results.

**44. Agencies for training.**—The agencies in the hands of commanding officers for troop training are drill and field exercises, troop schools, and post schools.

**45. Subjects to be covered.**—The character of the organization or unit, large or small, as indicated by its reason for existence, will determine the subjects in which proficiency will be required. All commanders are responsible for the inclusion in programs of training of all subjects necessary for the efficiency of their commands. The minimum standards to be met by the various classes of personnel, as well as organizations, will be published from time to time by the War Department.

**46. Administration.**—Routine administration throughout the Army must be regulated on the basis that training and preparation for active service are of the first importance. Administrative duties are an essential feature of military life and are not to be neglected, but nevertheless they must be simplified, reduced in amount, and adjusted as to time of performance so that they will not obscure the real purpose for which the Army is maintained, or obstruct the attainment of this purpose. Commanders of all grades must so order and arrange the affairs of their organizations that the foregoing principles are given full force and effect. The number of officers and men regularly present at instruction must be the maximum consistent with the due performance of administrative or other duties unavoidably arising during times alloted to instruction.

**47. Study.**—The acquirement of knowledge of the principles of war, the doctrine governing our training, and the most effective methods to be employed is a necessary prerequisite to the conduct of proper training of troops. Supplementing the knowledge acquired at the various schools which form our military educational system there will be provided by the commanding officer of every unit of the Army the means by which the personnel of his command may acquire the theoretical knowledge applicable to the requirements of current training.

**48. Individual application.**—*a.* In addition to the preparation by study as required and directed by the commander, it is the duty of every officer and noncommissioned officer to devote himself by individual application to the acquirement of accurate knowledge pertaining to the requirements of his special office or position, and to so much of the duties of others as will assure intelligent cooperation.

*b.* The desire on the part of officers and noncommissioned officers to reach a high degree of professional attainment, and to develop to the maximum their capabilities, will receive the active encouragement of all commanders. It is the duty of every commander to assist his personnel by suggestions, advice, and careful direction as to the best means to be employed in the correction of individual deficiencies.

**49. Troop schools.**—*a.* These schools are a primary aid to the training of officers, warrant officers, and enlisted men of every branch. They may take



Generated at University of California, Merced on 2025-04-18 20:32 GMT / https://hdl.handle.net/2027/mdp.39015035834921
Public Domain, Google-digitized / http://www.hathitrust.org/access_use#pd-google
Digitized by Google
Original from UNIVERSITY OF MICHIGAN

any form which gives effective results, varying from informal conferences, critiques or lectures, demonstrations, and squad room instruction to a formal, organized institution with detailed instructors, a definite course and classroom periods, but in every case the subject matter of instruction must relate to that of the current training, or be definitely preparatory thereto. They will be conducted wholly upon the resources of personnel and material within the command in which organized. The object of these schools is:

(1) To provide refresher courses.

(2) To provide basic instruction for officers who have not qualified in the basic course at the special service schools.

(3) To provide such tactical and technical instruction for individuals additional to that given in the service and post schools as may appear necessary.

(4) To prepare the personnel of the command to carry out the schedule of training of work in progress, and to coordinate and insure uniformity in the current training.

(5) To critically analyze the execution of field exercise and field firing.

*b.* All commanding officers must appreciate the importance of troop schools as agencies in training, particularly in rounding out the military education of their personnel, in refreshing their knowledge of military subjects essential to current training, and in supplementing the instruction of special service schools, or supplying it in cases where individuals have not attended such schools.

**50. Post schools.**—The object of these schools is to give general education and vocational training to enlisted men to increase their efficiency as soldiers and their value as citizens upon return to civil life, and to develop training equipment and technique suitable for the various instruction of the citizen army. (See AR No. 350–2505.)

**51. Drill.**—*a.* Drill, as distinguished from other forms of instruction, has for its object the attainment of skill in the application of the mechanism of formations, methods, movements, and performance of habitual duties, and the inculcation and maintenance of correct discipline.

*b.* The assurance of skillful and involuntary performance of duty under great stress is provided for by means of drill.

*c.* For demonstrations and occasionally for maneuvers and drills, war-strength units should be obtained by temporary consolidation of existing organizations.

**52. Tactical training.**—*a.* Commanding officers shall frequently exercise their commands (both individuals and groups thereof) in tactical exercises involving hostile reaction in some form. These exercises should take the form indoors of map problems and map maneuvers; out of doors, of terrain exercises, at first without troops; then of terrain exercises in which a skeleton organization of the services of communication is employed; followed by one-sided maneuvers of troops. Finally, the tactical training of units will culminate in the maneuvers of opposing forces. All of these steps, and in the sequence indicated, will usually be found expedient to avoid waste motion and undue expenditure of time and labor by officers and men.

*b.* The great value of terrain exercises in the inculcation of decision and the habit of command can not be too strongly insisted upon. During periods allotted to small units, terrain exercises for higher commanders and their staffs should be of frequent occurrence. These should be of a character to require from all concerned suitable study and practice in preparation for the exercises with troops to follow. Problems involved should be calculated to require decisions by commanders and to habituate staffs to carry these decisions into effect by suitable orders. Matters of command and leadership should



Generated at University of California, Merced on 2025-04-18 20:32 GMT / https://hdl.handle.net/2027/mdp.39015035834921
Public Domain, Google-digitized / http://www.hathitrust.org/access_use#pd-google
Digitized by Google
Original from UNIVERSITY OF MICHIGAN

be stressed. The difference between command and the functions of a staff, and the difference between the functions of a general staff and those of the technical and administrative staffs should be made clear to all concerned. Proper organization of the various headquarters in the field and the correct functioning of staffs, headquarter's personnel, and of means of communication and connection should be made a matter of especial study and training. It is highly desirable that superior officers shall personally prepare and conduct a considerable portion of the terrain exercises of their commands, not only to increase their own skill, but for the greatly added effect produced by personally delivered suggestions and criticisms.

**53. Corps area training centers.**—These are agencies of the corps area commander and are subject to his control in all matters. The duties with which they are charged and their important functions in the training of the National Army are described in Regulations for Training Centers.

**54. Allotment of time.**—*a.* No distinction will be made between "garrison" and "field training" to the extent of announcing periods of the year therefor. Whether training is indoor or outdoor will be wholly dependent upon the climatic conditions and the stage of training. However, territorial commanders will fix the period of the year best suited for the combined field exercises of the various elements of their command.

*b.* Post, camp, and station commanders will fix the period of the year, not to exceed five months, which will include the period for combined field exercises designated by the territorial commander, during which time the post schools will be closed.

**55. Programs and schedules.**—*a.* It is the duty of the commander of every unit to prepare programs of training for the next lower units of his command, and a schedule of training for his own unit based upon War Department orders, the training orders of his tactical superiors, and the present stage of training of the unit for which it is intended.

*b.* These programs and schedules will state the standard of proficiency to be attained at one or more stages of their course. The schedule prepared by each commander for his own unit, and the programs prepared by him for the next lower units will be carefully studied by the next higher tactical commander, and necessary revisions ordered.

*c.* In peace, the period of time covered by programs and schedules will generally diminish from higher to lower units. Corps area programs should habitually cover the calendar year. Company and battalion schedules should generally cover periods of one week only, in order to conform to weather conditions, and in order that organizations attaining the required standards ahead of scheduled time may proceed to more advanced phases.

*d.* In time of war, the same principles will apply, but training will be intensified, and programs and schedules issued frequently to accommodate rapidly progressing organizations.

**56. Inspection.**—Inspection is a function of command and will be frequently made by commanders of every grade and their staff officers, to satisfy themselves that programs are being followed, that approved doctrines, principles, and methods are being used, and to test proficiency. No individual or unit will be tested, or a demonstration demanded therefrom requiring proficiency in advance of that required in its program, except upon application of the individual or the commander of the unit concerned.



Generated at University of California, Merced on 2025-04-18 20:32 GMT / https://hdl.handle.net/2027/mdp.39015035834921
Public Domain, Google-digitized / http://www.hathitrust.org/access_use#pd-google
Digitized by Google
Original from UNIVERSITY OF MICHIGAN

57. All orders and parts of orders in conflict with the foregoing are hereby revoked.

[062.12, A. G. O.]

BY ORDER OF THE SECRETARY OF WAR:

JOHN J. PERSHING,
*General of the Armies,*
*Chief of Staff.*

OFFICIAL:
P. C. HARRIS,
*The Adjutant General.*



WASHINGTON : GOVERNMENT PRI 022

Generated at University of California, Merced on 2025-04-18 20:32 GMT / https://hdl.handle.net/2027/mdp.39015035834921
Public Domain, Google-digitized / http://www.hathitrust.org/access_use#pd-google
Digitized by Google
Original from UNIVERSITY OF MICHIGAN